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ABSTRACT

The long range program for library services in Arizona has been extended and revised to include the fiscal years 1974/1978. This work has been accomplished by the staff of the Library Extension Service. Assistance was given by the State Advisory Council on Libraries, the Library Development and Legislative Committee of the Arizona State Library Association, and the Program Officer, Region 9, Bureau of Libraries and Learning Resources. The priorities for the needs, goals, and objectives have not been changed. They are listed in this arrangement. There has been some refinement in the wording and in a few instances there has been either a separation or division. The tasks reflect the 1972/1973 accomplishments and extension of time. The costs have been revised. There has been some rearrangement of the tasks for a more orderly accomplishment. The original task numbers are shown for clarification. Section 3 Action to Implement Objectives, again includes the criteria, policies, and procedures. All statistics have been updated where possible. New standards have been added. (Author)

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A R I Z O N A

L O N G - R A N G E P R O G R A M

Revised and Extended

1973/1978

State of Arizona
Division of Library, Archives and Public Records
Department of Administration
Phoenix, Arizona

IR 000 589

ARIZONA LONG - RANGE PROGRAM

1973/1978

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Section I

INTRODUCTION

The Long-range Program for library services in Arizona has been extended and revised to include the fiscal years 1974/1978. This work has been accomplished by the staff of the Library Extension Service. Assistance was given by the State Advisory Council on Libraries, the Library Development and Legislative Committee of the Arizona State Library Association, and the Program Officer, Region IX, Bureau of Libraries and Learning Resources. Under the program of the Continuing Education Program for Library Personnel, Western Interstate Commission for Higher Education, a one-day workshop for The Planning Process was held in September, 1972. The participants included the groups concerned with the long-range planning.

The State Advisory Council on Libraries, in existence since March 24, 1971,[1] held four meetings during the 1972/1973 year. On August 3, 1972, Mrs. Grace Stevenson was elected to serve as Chairman for the year. September 28, 1972, the 1972/1973 Statewide library programs were discussed. The Needs Assessment[2] document was brought to their attention. The decision was made that this document would need updating during the 1973/1974 year, but was still valid for current use. The meeting February 23, 1973, included the Library Development and Legislative Committee of the Arizona State Library Association. Miss Helen Luce, Program Officer, Region IX, was also in attendance. The 1973/1974 programs were discussed and recommendations were made for priorities to consider on a State level, due to the possible loss of Federal funds. The final meeting of the year was held April 18th. At this time the Basic State Plan, 1973/1974 Annual Program and the Long-range Program, Revised, were presented in draft form, discussed and approved by the Council.

At all of the meetings of the Advisory Council on Libraries, the Consultant Staff of the Library Extension Service presented the progress being made on the 1972/1973 Annual Program. Evaluations were given, using on-site visits and written reports from the various libraries. These accomplishments have been reported in the Newsletter of the Arizona State Library Association.

The annual convention of the County librarians was held November 9, 1972. Miss Helen Luce attended this meeting. Also present were the Chairman of the Library Development and Legislative Committee and the State Budget Analyst for the Department of Library and Archives. Each of the eleven established County libraries presented reports of accomplishments and future needs. The 1973/1974 distribution for State Grants-in-Aid was discussed, including recommendations for the Incentive Grants. The Federal Revenue Sharing program was brought to their attention.

The Regional Consultant on the staff of the Library Extension Service has worked extensively with the six Regional Library Systems. Great progress is being made with their organization and the needs of each Region has been compiled.

The priorities for the needs, goals and objectives have not been changed. They are listed in this arrangement. There has been some refinement in the wording and in a few instances there has been either a separation or a division. The tasks reflect the 1972/1973 accomplishments and extension of time. The costs have been revised. There has been some rearrangement of the tasks for a more orderly accomplishment. The original task numbers are shown for clarification. Section III, Action to Implement Objectives, again includes the criteria, policies and procedures. All statistics have been updated where possible. New standards have been added.

These procedures will be followed for future planning. The Advisory Council has set a date in July for planning the year's work. The joint meeting with the Arizona State Library Association committee has been extremely beneficial. The input from each county librarian is valuable. The Regional Library Systems should be well organized. Their contribution will depend upon the Legislative approval for funding. Regional meetings will be planned, in order to give more people a chance for involvement. May 7-9, 1973, the WICHE seminar on Dynamic Library Management by Objectives will be held with 35 participants from over the State.

By July 1, 1973, the designated State Library Administrative Agency will have a new name. The new Department of Administration is being formed.[3] The Department of Library and Archives will become the Division of Library, Archives and Public Records under this new Department. The Director of the Department of Library and Archives will become an Assistant Director of the Department of Administration.[4] The functions of this new Division will be the same as those of the Department of Library and Archives.[5] Some new duties concerning public records have been added. There will be five major sections under this Division. These are: Research Library, Library Extension Service, Arizona History and Archives, Public Records and Record Management. The Research Library has special collections of law, political science and government, American history, genealogy, State documents, Federal documents and general reference. The printed and cataloged items of the Arizona and Southwest collection and Arizona State documents are also included with these collections. The Library is open to the public for use, though the lending privileges are limited. It serves as the State Law Library and the Legislative Reference Library. The Library Extension Service is concerned with the Statewide Library. The Library Extension Service is concerned with the Statewide Public Library service. This section is authorized to prepare a Statewide plan, compile statistics, give professional advice and other assistance to county and municipal libraries, assist in the development of libraries in institutions, and develop library service to the blind and physically handicapped. One authorization with a broad scope is to perform all necessary duties in the development of Statewide library service. The State archives are defined as the official records of all municipal, county and State agencies. This division has authorization to see that the records are preserved, bring them to the State Archives when necessary and collect all information concerning the history of the State. The State Archives is the official depository for all State documents. The Public Records is the new section. All official records for the use of the general public will be collected and open for the public

to use. The services are uncertain at this time. The Records Management section has jurisdiction over the same agencies as the State Archives. This work means the orderly disposal and preservation of all official records.

All of the offices are in the Capitol with the exception of the Library Extension Service. They are directly across the street. The Library for the Blind and Physically Handicapped is some distance away, located at the Phoenix Center for the Blind. The entire Department is suffering from extremely crowded quarters. There is a building program in progress and there is hope for improved conditions within the next two or three years.

The consultants of the Library Extension Service are available Statewide whenever needed. At times the professional staff of the entire Department is needed for these services. Though not all areas are covered by the staff, outside specialists are available when needed. Interlibrary cooperation is the outstanding theme.

Under the new Department of Administration, the Assistant Director will report directly to the Director, who in turn will report directly to the Governor. The heads of the various sections will report to the Assistant Director.

The Public Library System in Arizona is authorized by statute.[6] The Municipal libraries are legally established in incorporated cities or towns. The County libraries are legally established to include the unincorporated areas. The cities and towns have the option of entering the County systems. Legislation for establishing Regional Library Systems has been introduced several years with no success. It is still possible this may be passed during the current session. This program will be built around interlibrary cooperation for all types of libraries.[7]

Public library service in Arizona is improving in both the urban and rural areas.[8] The local funding is also increasing,[9] as well as the State Grants-in-Aid.[10] Many problems exist in hindering our goal of improving the quality and extent of library service in all areas of the State. Probably none are peculiar to Arizona. The demography of the State is the largest obstacle in supplying the informational needs to all the residents.[11]

Arizona, the sixth largest state in area, covers 113,417 square miles. There are 14 counties, ranging in size from Coconino County with 18,500 square miles, the second largest county in the United States, to Santa Cruz County with 1,240 square miles.

The population density is a major problem. Maricopa County has 105.8 persons per square mile, while Mohave County has two persons per square mile. The State average is 15.6 persons per square mile. 55% of the population lives in Maricopa County.

Land ownership creates a taxing problem. 44.49% is Federally owned, Indian Reservations include 27%, and the State owns 13.20%. This leaves 15.31% that is privately owned and taxable.

Arizona ranks third among the states in the rate of population growth, personal income and bank deposits. Manufacturing in Arizona now outranks agriculture and mining; the State ranks first among the states in growth of manufacturing employment. The 1970 population of Arizona was 1,773,428. The 1975 projection is 2,081,500. A 34% increase for the next five years is estimated. The future does look promising.

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[1] See Basic State Plan

[2] Exhibit No. 10

[3] Arizona Revised Statutes, Title 41, sections 741-758 - Exhibit No. 1

[4] Exhibit No. 2

[5] Exhibit No. 3

[6] Exhibit No. 4

[7] Exhibit No. 5

[8] Exhibit No. 6

[9] Exhibit No. 7

[10] Exhibit No. 8

[11] Exhibit No. 9

Section II

IDENTIFIED NEEDS

Need	Identifying Documents
1. Concentrate statewide energies on the establishment of regional libraries.	Libraries for Arizona: A Plan Arizona Public Libraries Statistical Report 1971/72
2. Establish the two remaining county libraries and strengthen all county libraries in order to serve concurrently as strong libraries for their primary clientele and as resource centers for wider use.	Arizona Library Survey Arizona Public Libraries Statistical Report 1971/72
3. The growth and development of the Division of Library, Archives and Public Records, particularly the Library Extension Service, needs to be continued and amplified, and its services strengthened.	Arizona Library Survey Libraries for Arizona: A Plan
4. A statewide cooperative reference and information network is needed to give every Arizonan access to all of the state's library resources and to regional and national resources when needed.	Libraries for Arizona: A Plan
5. Provide library service related to the economic and social development and educational needs of ethnic and disadvantaged groups as defined by Federal regulation; to make this service available and meaningful to people in both rural and urban areas who are not accustomed to having books available in any great numbers.	National priorities; population figures; demographic data; Federal Regulations.
6. Support, broaden, and strengthen the total rehabilitation program of state institutions by providing appropriate library services and funds.	Demographic data; Manual of Correctional Standards Standards for Library Service in Residential Facilities for the Mentally Retarded Standards for Library Services in Health Care Institutions
7. Blind and Physically Handicapped readers should be provided with the equivalent library services that satisfy sighted readers.	COMSTAC Report; Standards for strengthened services Standards for Library Services for the Blind and Physically Handicapped

8. Provide more suitable facilities for all types of libraries throughout the state.

Arizona Library Survey
Interim Standards for Small Public Libraries
Public Library Service: A Guide to Evaluation with Minimum Standards
Manual of Correctional Standards
Standards for Library Services in Facilities for the Mentally Retarded
COMSTAC Report
Standards for Library Services for the Blind and Physically Handicapped
Measurement and Comparison of Physical Facilities for Libraries
Standards for Library Services in Health Care Institutions

Note: See Exhibit #10

GOALS

1. Offer as nearly total library services as possible to all residents of Arizona through regional systems; sharing resources, coordinating programs and strengthening the public libraries that serve as resource centers for multi-jurisdictional library service areas.

2. Strengthen local library services for all residents of Arizona through county organization.

3. Provide leadership at the state level through continued growth of the Division of Library, Archives and Public Records.

4. Supply the informational needs of the residents of Arizona by means of library networks coordinating the resources of school, public, academic and special libraries.

5. Offer library services to fulfill the special needs of American Indians, Mexican-Americans, Blacks and other ethnic minority groups and disadvantaged as defined in Federal Regulations - vol. 37, #7, page 471.

6. Provide library services to meet national priorities for the aged, early childhood education, Right to Read, drug use and abuse, vocational education, etc.

7. Provide library services to meet the special needs of the residents of state institutions.

8. Identify the blind and physically handicapped, ascertain their needs and develop programs to meet these needs.

9. Identify the needs and encourage the improvement of facilities for housing library materials and the provision of adequate space for the public to make use of the materials and programs offered.

10. Survey all library conditions within the state periodically.

11. Develop cooperative library services and programs on an interstate basis to improve library services in specific geographic areas thus benefiting statewide service.

OBJECTIVES

1. Organize six regional libraries within two years and establish them under state law.

2. Bring existing county library systems up to minimum standards established by American Library Association (ALA) or Arizona State Library Association (ASLA).

3. Develop the remaining two counties into county library systems during 1973/1974.

4. Provide consultant services for public relations, automation, and audio-visual services from the state library level through the Library Extension Service (LES).

5. Develop a program of statewide cooperative buying, processing, and lending library materials including audio-visual.

6. Expand the current program of continuing education and in-service training for library personnel.

7. Transfer the LES bookmobile program to local library systems during 1973/1974.

8. Relate LES programs to national, state, and regional priorities and provide materials for six programs a year.

9. Improve the quality and quantity of book collections statewide in accordance with adopted standards.

10. Develop and expand the Channeled Arizona Information Network (CHAIN) as each region is organized.

11. Encourage special libraries to become involved in the statewide cooperative network.

12. Coordinate a cooperative study of Arizona's informational needs resulting in cooperative acquisitions, storage and sharing.

13. Establish rapid communication systems for Interlibrary Loan requests, information retrieval, and delivery of materials.

14. Develop a continuing program of publicity.

15. Encourage development of systems for reciprocal borrowing.

16. Encourage libraries to employ paid staff large enough to provide services to meet standards.

17. Assist libraries in developing special programs and services based on national, state, and regional priorities.

18. Conduct a survey to determine facility needs of libraries throughout the state.

19. Provide information to libraries to assist them in obtaining adequate physical facilities according to standards.

20. Assist state institutions to develop cooperative Interlibrary Loan ventures with other institutions and other types of libraries.

21. Publicize the Talking Book Program and identify and enroll eligible readers at the rate of 500 a year.

22. Develop Indian tribal community projects of recorded materials for the blind and physically handicapped.

23. Continue a Spanish language recording project for the blind and physically handicapped.

24. Review and update surveys annually and develop new surveys of all aspects of library service as needed.

25. Develop cooperative library services on an interstate basis through agencies such as Southwestern Library Association (SWLA), Southwestern Library Interstate Cooperative Endeavor (SLICE) and Western Interstate Commission for Higher Education (WICHE).

Section III

ACTION TO IMPLEMENT OBJECTIVES

Related Objective

GENERAL PROGRAM

Regional Development

1 In order to improve the quality and extent of library services in all areas of the state, we propose to establish six regional libraries, according to the statewide plan accepted by the Arizona State Library Association. These regional libraries will be eligible for State Grants-in-Aid and Library Services and Construction Act (LSCA) grants. Regional consultant staff will be provided as needed until regional libraries are fully organized and operating. A library committee should be included in every regional Council of Government. Exhibit No. 5.

County Libraries

2, 3 Arizona now has eleven county library systems, covering twelve counties. All fourteen counties should be part of county library systems. The state agency will continue to strengthen county and regional libraries and the metropolitan resource centers with State Grants-in-Aid and LSCA grants, with library materials, and with consultant services until such time as regional libraries are able to provide all service necessary for all components of the region.

Local Support

2, 16, 19 LES consultant staff will be provided to work with local library boards or governing bodies to obtain stronger local financial support for all libraries.

Library Extension Service

4 LES consultant staff will be increased as needed. Regional consultants will be provided by the state agency until regional libraries are fully developed. An automation consultant, an audio-visual specialist, and a public relations expert may be employed as needed to help with planning, advising, and implementing projects in LES and in regional libraries.

5, 8, 9 Special emphasis will be placed on the acquisition of materials and programming related to national, state, and regional priorities. Material resources in all types of libraries should be improved; cooperation and coordination of acquisitions among all types of libraries will be promoted.

5 A statewide cooperative audio-visual acquisitions program will be organized.

6, 17 In-service training and workshops will be available for all community libraries.

2, 7 Bookmobile service will eventually be taken over completely by county and regional libraries.

8 LES might use vans for the promotion of special collections throughout the state - for the disadvantaged, minority groups, demonstration collections of special materials, etc.

Criteria, policies, and procedures

The State Grants-in-Aid are approved by the State Legislature and allocated by a schedule, (see Exhibit No. 10). The LSCA grants are allocated based on the criteria set forth in the Arizona Basic State Plan. Funds will be allocated based on the priority of needs to accomplish goals in relation to the available funds. The State Advisory Council for Libraries, the Arizona State Library Association, Library Development Committee, and the CHAIN Advisory Committee each have all types of libraries represented by their membership. The staff of the Library Extension Service coordinates projects with the Director of Library Media Services, Department of Education. The Projects Consultant of the Library Extension Service contacts all types of libraries for all interlibrary cooperation projects.

INSTITUTIONAL LIBRARIES

Adequate Library Facilities

19 During the planning stages of new state institutions, and for those already existing, the LES Institutional Consultant will provide information on standards for adequate library facilities and services.

Adequate Staff

16 An adequate library staff is necessary in institutions and this aspect will be given high priority in the overall planning. Where the size of the institution warrants, qualified personnel will be hired to administer a comprehensive library program. Each state institution should provide funding for staffing its library operations on a continuous basis.

Consultant Services

6,8,17 Consultant services will be provided by the professional staff of the State Library agency in all aspects of library development. Emphasis will be placed on selecting material to enhance and enrich the educational, vocational, and rehabilitative programs of the institution as well as supply needed material for the ethnic and minority groups represented. The Institutional Consultant will be involved in planning library service to residents.

Interlibrary Cooperation

20 Interlibrary cooperation will be encouraged and developed by the staff of the State Library agency to promote more and better service by public and other libraries in the vicinity of state institutions. Assistance is needed by the institutions which have neither an adequate staff nor collection of their own.

Interlibrary loan service shall be available through the State Library agency or through local libraries capable of offering such service.

Standards

Standards used in evaluating the individual library programs are:

Manual of Correctional Standards
Standards for Library Services in Health Care Institutions
Recommended Standards for Library Services for Facilities for the Mentally Retarded
Standards for Library Services for the Blind and Physically Handicapped

An institution not included in the above categories shall be evaluated according to similar standards as devised by the State Library agency.

Publicity and Identification of Eligible Borrowers

21 In order to inform the 30,000 eligible readers in Arizona of their eligibility, every resource must be used from the Talking Bookmobile to billboard displays. The Talking Bookmobile will continue to travel around the state, engendering publicity, demonstrating equipment, finding new readers for the Talking Book program, and training volunteers. The Bookmobile also serves as a sublending agency.

County and local libraries will be encouraged to publicize and coordinate library activities for the blind and physically handicapped.

Objectives will be made known to other agencies through personal contact, displays, loan of special materials, etc.

A need to inform the public of service and eligibility requirements exists and will be partially met by contracting with a professional public relations agency.

Indian and Spanish-speaking projects

22, 23 Because the Indian and Spanish-American are the largest ethnic groups in Arizona, emphasis is being placed on providing materials in their language. These materials will expand the program to non-English speaking blind and physically handicapped.

27 Material in the Papago and Apache languages is being provided with Navajo and Hopi materials to follow. Agencies which have pre-recorded materials have been contacted and multiple copies of these materials will be made in the library. Library recording equipment is in use on several reservations and will be supplemented as the work grows.

23, 25 A local committee of interested community residents has been set up and has produced a suggested bibliography of material of interest to the Mexican-American for the Library of Congress and the Arizona Regional Library to use a recommended list of titles to record. Through SLICE, the Southwest region will cooperate on a recording project of these materials. The committee has developed a publicity package which will include Spanish language materials.

Tape and equipment have been purchased for the program and the library is recording ten books annually and two Spanish newspapers weekly.

Tribal Communities Project

22 Under a program sub-contracted to the Arizona Easter Seal Society, over two hundred Indian people in Arizona have been identified as

eligible for the Talking Book service. This identification program is continuing.

Special Collections and Equipment

Because the Library of Congress does not provide recorders, the library proposes to lend 4-track tape recorders on short-term loan for those wishing to borrow tapes from the Regional library collection or other agencies.

To produce high-quality recordings, the library proposes to buy recording booths and accessories. As specialized equipment appears on the market to aid the visually and physically handicapped, such new equipment will be evaluated for possible purchase.

Evaluation Procedures

Objectives will be measured by:

Increased number of new readers.
Increased number of readers of material in languages other than English.
Increased circulation of materials.
Number of public libraries participating in the dissemination of information about the program.
Number of readers able to use open-reel tape collection.

CONSTRUCTION

Criteria, procedures and priorities

2,18,19 To determine the adequacy or inadequacy of public library service and facilities, the Division of Library, Archives and Public Records shall use as criteria:

INTERIM STANDARDS FOR SMALL PUBLIC LIBRARIES: Guidelines Toward Achieving the Goals of Public Library Service, ALA 1962.
PUBLIC LIBRARY SERVICE: A Guide to Evaluation with Minimum Standards, ALA 1956.

Fifty percent (50%) of the total funds required to complete the construction project shall be provided by the local participating agency and shall be readily available. In case of an economically deprived area, federal funds may be as much as 80% of total funding.

Procedures will follow the LSCA Title II Regulations.

Construction shall conform to the requirements of Title 34, Arizona Revised Statutes, regulating public buildings and improvements.

Project applications received from localities meeting the requirements already established will be assigned priorities in compliance with the following scale:

1. County libraries and city-county libraries contracting with the State Library agency to serve as regional libraries unable to provide adequate service.

2. County or city-county library, or a branch of the system.

3. Incorporated city or town libraries that are a department of city government with legally established boards and are unable to provide adequate service.

4. Areas without library facilities.

Construction for low income groups has the highest priority. New construction shall have precedence over replacement construction and both shall have priority over the remodeling of an existing building.

Public library construction projects shall be approved by the Assistant Director of the Division of Library, Archives and Public Records as soon as all requirements are met. Priorities shall be assigned:

On October 1 for all projects approved between July 1 and September 30.

As approved for all projects submitted during the remainder of the fiscal year.

Should there be carry-over funds remaining after the construction priorities have been met, a grant could be made for furniture and equipment for prior year's construction. A project approved in the prior year can be revised to provide added funds for furniture and equipment.

To qualify, the applicant shall:

1. Give proof that rising costs of construction and other factors have prevented the use of specific areas of the building due to lack of furniture and equipment.

2. Have available the local matching funds on the same basis as other construction grants.

Opportunity for hearing:

Every agency whose application for funds under the plan for a project for construction of public library facilities is denied will be given an opportunity for a fair hearing before the State Library agency.

Notification of denial of application, including detailed justification of denial, shall be dispatched by the Assistant Director of Library, Archives and Public Records or his agent to the applicant by means of certified mail.

Request for a hearing shall be submitted in writing by the appropriate city or county official and dispatched to the Assistant Director or his agent not more than fifteen (15) days after receipt of notification of denial. This interval is designed to provide sufficient time for discussion before the rejection hearing is scheduled. Reasons for requesting a hearing shall be enumerated and justified.

The requested hearing shall be scheduled within thirty (30) days after the request has been received at the State Library agency headquarters. The Assistant Director of the Division of Library, Archives and Public Records, the Attorney General of the State of Arizona or a member of his legal staff, and a member of the Planning Section of the Division of Finance shall comprise the board of review. All decisions shall be made within a period of fifteen (15) days after the close of the hearing. All decisions shall be final.

TITLE III - INTERLIBRARY COOPERATION

No one library and no one type of library can be self-sufficient in serving its users. Acceptance of this statement necessarily implies the need for some form of interlibrary cooperation. Fruitful interlibrary cooperation depends upon the presence of certain desirable elements.[1]

1. Effective cooperation depends upon adequate resources, administrative capability, and efficient communications.

2. Though the primary responsibility of each library must be respected, each library must realize its responsibility to the network and assume its appropriate share of responsibility.

3. All libraries must maintain an attitude of flexibility and experimentation.

With these elements in mind, the following areas of development are proposed as necessary to provide adequate library service in Arizona. They are arranged in priority order.

CHAIN

The official responsibility for coordinating and developing the Channeled Arizona Information Network (CHAIN) rests with the Library Extension Service and an Advisory Committee composed of the following members: (1) chairman of each Regional Library Advisory Board in organized regions, (2) representatives from unorganized regions, (3) the president of ASLA, (4) representatives of the regional resource centers. The CHAIN Coordinator (LES Regional Consultant) and the

Assistant Director of the Division of Library, Archives and Public Records will organize the activities of the committee. This committee will research, study, and make recommendations to the CHAIN Coordinator, who will be chairman of the committee. The final responsibility for the network rests with the Assistant Director of the Division of Library, Archives and Public Records.

Each regional librarian will be responsible for the operation of CHAIN activities in that region. He will implement policies and procedures determined by the Regional Library Advisory Board to accomplish the interlibrary loan tasks most efficiently for that region (See Exhibit No. 11).

The Library Extension Service will develop the Arizona Bibliographic Center so it will function as a locating center for each region once it has exhausted its own resources. The CHAIN Coordinator will also work with the CHAIN Advisory Committee to develop guidelines for interaction among the regions and the Library Extension Service.

Cooperative Study of Arizona's Informational Needs

4, 12, 24 A cooperative study of Arizona's information needs and development of a subsequent program for locating resources within the state that will meet these needs is an essential program if libraries are to meet the growing informational demands of Arizona citizens as outlined in the Arizona Libraries: A Plan written by the ASLA Library Development Committee. The bibliographic control of these resources will be added to the present Arizona Bibliographic Center at the Library Extension Service, and will be automated using the newest technologies. Subsequently this bibliographic center will also coordinate activities with other system centers (SWLA, Bibliographic Center for Research, Rocky Mountain Region, etc.). ABC will include information and/or locations for all forms of media.

Sharing of Reference and Information

4, 5, 12 Libraries and other information agencies with special collections and unique professional talents and knowledge in particular subject areas will share reference information and plan for the development of data bank systems with terminals at each library that demonstrates a need. A corollary to this service will be cooperative acquisitions of expensive material in order to fill the out-of-the-ordinary needs of public and other library patrons.

Communication Systems

13 Two-way communication systems to deliver information and/or documents that include all types of libraries will be studied and the system(s) that best suit Arizona's needs will be developed; in-and-out WATS lines, telefacsimile, TWX service, credit card telephones, Xerox telecopier system, dataphone, code-a-phone, etc.

Publicity

4, 6, 14 The Regional Library Advisory Committee in each region will be responsible for developing an effective library public relations program for its region. The program will be coordinated at the state level, with guidance and assistance from the Library Extension Service. The program will include cooperation and exchange of ideas and materials among the regions (ex: displays which could be packaged, transported, and used by many librarians throughout the state). The program will also include training in communications for librarians - workshops, short courses, opportunities to learn techniques and develop skills.

Cooperative Storage Bank

4, 5, 13 All state and regional libraries will develop a cooperative storage bank for seldom used journals (five years or older) and occasionally needed books. There must be some system of access to this storage by any person needing the materials. The materials could be stored on film or in bound volumes for long term preservation.

Interstate Cooperation

3, 25 Those librarians actively engaged in library development and cooperation recognize that improved library service for our state will eventually require going beyond the state boundaries. State boundaries place artificial restraints on development of library services and resources. The resources of each state could enrich total library development if shared cooperatively. From this idea evolved the SWLA project entitled SOUTHWESTERN LIBRARY INTERSTATE COOPERATIVE ENDEAVOR (SLICE), designed to further interstate cooperation by exploring possible cooperative ventures and to assist in interstate regional development of library resources and services in the six state SWLA area.

Through SLICE, Arizona will be more deeply involved in interstate programs in such areas as ILL and bibliographic control. These programs could involve sharing of such new technologies as regional (COM) Computer printouts on Microfilm, (MARC) Machine Readable Cataloging tapes, cooperative states' document base, or active development of continuing education at the professional, technical, and clerical levels.

Arizona will participate in the interstate program sponsored by the Western Interstate Commission for Higher Education (WICHE). WICHE's objectives for librarians of the participating states are:

1. to launch an interstate, in-service continuing education program,

2. to develop continuing education leadership through "Training the Trainers Institutes";

3. to sponsor workshops and institutes relating to the role of librarians in a changing society and the changing patterns of library service;

4. to prepare and submit proposals for public and private funding for long-range continuing education programs for librarians in participating states;

5. to consult with cooperating state libraries and conduct seminars and institutes for library personnel;

6. to work with state librarians from western states to develop interstate programming for librarians.

Reciprocal Borrowing Privileges

15, 24 Free borrowing privileges among all types of libraries of non-restricted materials will be developed by whatever means is mutally agreeable among the libraries within each region.

A study of several library systems now utilizing reciprocal borrowing privileges is being made by the LES Regional Consultant to determine what problems others have encountered and what solutions were employed. This study will serve as the foundation upon which to develop guidelines for the implementation of reciprocal borrowing privileges throughout Arizona.

Special Libraries

1,10,11 Special libraries (industrial, business, church, law, art museums, etc.) will be encouraged to cooperate in programs with other types of libraries and/or government and private agencies to serve Arizona citizens.

Continuing Education

4,6,25 Closed circuit TV workshops will be planned, sponsored, and presented on a cooperative basis using talents within and outside the library profession. The programs should cover a broad range of subjects from special technical information to current social and economic problems.

Packaged workshops will be developed and distributed throughout Arizona for use in all types of libraries.

The purpose of LSCA Title III is to aid in providing adequate free library service to all the citizens of Arizona through the effective coordination of the resources of the academic, public, school and special libraries of the state. All libraries in the state are eligible to participate.

Procedures will follow LSCA Title III Regulations:

1. Notification to all libraries throughout the state of availability of funds, the purpose of funds, and criteria for application.

2. Applications are sent upon request.

3. Applications are reviewed by the Assistant Director of the Division of Library, Archives and Public Records and the LES Projects Consultant using the following criteria.
   The project shall -
   a. involve two or more types of libraries.
   b. assure that adequate facilities and staff shall be available to insure success.
   c. provide assurance that there will be future financial support when there may be no more federal aid or when matching funds are required.
   d. be so conceived and so constructed that it can be used statewide or be applicable statewide.
   e. define the specific responsibilities of each type of library.
   f. identify the immediate and long-range benefits to be derived from the project.

4. Priorities will be assigned in relation to the degree to which the applications meet the above criteria, the funds available, and the resources in finances and personnel at the state agency to provide the necessary leadership and guidance. Projects concerning the continuing education of librarians and interstate cooperation are also considered for funding under LSCA Title III.

5. Project grantees shall send periodic reports of progress and evaluation to the LES Projects Consultant.

6. The LES Projects Consultant shall write a final evaluative report at the end of the project.

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[1]Casey, Genevieve M. INTERSTATE LIBRARY OPERATIONS IN THE UNITED STATES. p. 3.

Section IV

SUMMARY OF EVALUATION METHODOLOGY AND TECHNIQUES

1. Statistics

   a. Population and ethnic groups
   b. Population estimates to determine needs
   c. Number of users compared to population in a given area
   d. Circulation per capita
   e. Interlibrary loan statistics
   f. Cost analysis for specific programs
   g. Other Arizona statistics

2. Standards

   a. Interim Standards for Small Public Libraries. Public Library Association. ALA, 1962.
   b. Public Library Service: A Guide to Evaluation with Minimum Standards. American Library Association. ALA, 1956.
   c. Manual of Correction Standards. American Correctional Association. ACA, 1966.
   d. Standards for Library Services in Residential Facilities for the Mentally Retarded. Association of Hospital and Institution Libraries. ALA, 1973.
   e. Standards for Library Services for the Blind and Physically Handicapped. American Library Association. ALA, 1967.
   f. COMSTAC Report: Standards for Strengthening Services. National Accreditation Council for Agencies Serving the Blind and Physically Handicapped. NACASBVH, 1966.
   g. Standards for Children's Services in Public Libraries. Public Library Association. ALA, 1964.
   h. Standards for School Media Programs. American Association of School Librarians. ALA, 1969.
   i. Guidelines for Audiovisual Materials and Services for Public Libraries. Public Library Association. ALA, 1970.
   j. Measurement and Comparison of Physical Facilities for Libraries. Library Administration Division. ALA, 1970.
   k. Standards of Quality for Bookmobile Service. American Library Association. ALA, 1963.
   l. Standards for Library Functions at the State Level. American Library Association. ALA, 1963.
   m. Standards for Library Services in Health Care Institutions. Association of Hospital and Institutional Libraries. ALA, 1970.

3. Monitoring

   a. Written evaluation of projects by LES consultant staff, semi-annually
   b. Written evaluation of projects by State Grants-in-Aid and LSCA grantees - county librarians, institutional librarians, etc., semi-annually
   c. Continuing evaluation provided by annual program reports
   d. User response through surveys, interviews, etc.
   e. Comparison of similar projects by other states by study of literature
   f. Continuing evaluation of programs by Advisory Council
   g. Feedback from dissemination of information about projects

4. Dissemination of Information

a. Reports to the Advisory Council at quarterly meetings
b. Reports to the ASLA Executive Board quarterly meetings
c. Inclusion of the Library Development Committee of ASLA at one or more meetings of the Advisory Board
d. Information about on-going projects published monthly in the ASLA Newsletter
e. Final evaluation of projects published in the Roadrunner, annual report issue - distributed to all librarians in the state and interested librarians in other states
f. Exchange of information about projects at meetings of the CHAIN Advisory Committee
g. Informational newsletters (Regional Newsletter, Institutional News & Notes, Tumbling Tumbleweed, Arizona Talking Book News) about on-going projects and results of evaluation of projects throughout the state, mailed to librarians, trustees, and others interested in library development.

Section V, Part 1

HIERARCHICAL ARRANGEMENT OF NEEDS, GOALS, OBJECTIVES, AND TASKS

1 Need: Concentrate statewide energies on the establishment of regional libraries.

1 Goal: To strengthen library service through regional organization.

1 Objective: To establish regional libraries.

Tasks:

29 Provide needed regional consultant services.

28 Organize and develop 6 regional library services.

38 Improve ILL services through regional and county facilities.

9 Provide consultant services for budgeting.

9 Objective: Improve the quality and quantity of book collections statewide.

Tasks:

12 Assist in acquiring a minimum of 2 books per capita statewide.

22 Assist in book selection and weeding to assure quality collections.

4 Expand the State Grants-in-Aid program.

6 Promote larger local library budgets to permit expanded services.

21 Acquire additional bibliographies and standard book selection aids.

16 Objective: Assist libraries in acquiring adequate and paid staff according to standards.

Tasks:

4 Expand State Grants-in-Aid program.

6 Promote larger local library budgets to permit expanded services.

7 Instill need and incentives for paid staff in all libraries.

10 Goal: To survey periodically all library conditions within the state.

24 Objective: Review, improve, and continue surveys.

Tasks:

11 Initiate and update surveys of all types of libraries.

10 Survey needs of library users and non-users.

15 Provide individualized training to meet local needs.

2 Need: Establish the 2 remaining county libraries and strengthen all county libraries in order to serve concurrently as strong libraries for their primary clientele and as resource centers for wider use.

2 Goal: Strengthen library service through county organization.

2 Objective: To bring existing county library systems up to standards and increase their services.

Tasks:

2 Improve staff and services of the county libraries.

4 Expand State Grants-in-Aid program.

8 Promote hiring of professional librarians in all county library systems.

9 Provide consultant services for budgeting.

38 Improve ILL services through regional and county facilities.

3 Objective: To encompass the remaining 2 counties into county library systems.

Tasks:

1 Organize county library systems for Apache and Greenlee counties.

9 Objective: Improve the quality and quantity of book collections statewide.

Tasks:

12 Assist in acquiring a minimum of 2 books per capita.

22 Assist in book selection and weeding to assure quality collections.

4 Expand State Grants-in-Aid program.

6 Promote larger local library budgets to permit expanded services.

21 Acquire additional bibliographies and standard book selection aids.

7 Objective: Transfer the LES bookmobile programs to the local library systems.

Tasks:

16 Encourage, through demonstration projects, local maintenance of local bookmobile service.

17 Assist counties in assuming responsibility for bookmobile service.

16 Objective: Assist libraries in acquiring paid and adequate staff.

Tasks:

4 Expand State Grants-in-Aid program.

6 Promote larger local library budgets to permit expanded services.

7 Instill need and incentives for paid staff in all libraries.

10 Goal: To survey periodically all library conditions within the state.

24 Objective: Review, improve, and continue surveys.

Tasks:

11 Initiate and update surveys of all types of libraries.

10 Survey the needs of library users and non-users.

3 Need: The growth and development of the Division of Library, Archives and Public Records particularly the Library Extension Service, needs to be continued, and its services strengthened.

3 Goal: To improve library services through the state by strengthening the Division of Library, Archives and Public Records.

4 Objective: Add 3 consultant services at LES.

Tasks:

29 Provide regional consultant services.

45 Employ an audio-visual specialist at LES.

56 Obtain automation consultant services.

49 Obtain public relations and publicity services.

6 Objective: Expand the current program of continuing education and in-service training for library personnel.

Tasks:

13 Conduct workshops and institutes for all types of library personnel.

14 Compile informational brochures concerning specific library techniques.

15 Provide individualized training to meet local needs.

30 Assist the regional librarians to plan and carry out needed workshops within each region.

48 Package model workshops to be shared by all regions.

4 Need: A statewide cooperative reference and information network is needed to give every Arizonan access to all of the state's library resources and to regional and national resources when needed.

4 Goal: Supply the information needs of the residents of Arizona by means of library networks coordinating the resources of school, public, academic and special libraries.

10 Objective: Develop the Channeled Arizona Information Network. (CHAIN)

Tasks:

19 Cooperate with SLICE on any interstate program which would benefit Arizona (such areas as ILL, bibliographic control, continuing education).

38 Establish and expand ILL services through county and regional ILL networks.

39 Write a procedure/policy manual to govern the ILL activities among all types of libraries throughout the state.

12 Objective: Coordinate a cooperative study of Arizona's informational needs.

Tasks:

57 Film the catalogs of the major resource centers in the state.

58 Update the catalog yearly.

59 Send duplicates of catalog and updates to the regional libraries.

40 Expand ABC to include all forms of media.

50 Sell to/or exchange catalog with other Southwestern states.

43 Help the regions set up regional union catalog including the small, special collections.

44 Cooperative acquisitions and sharing among regional and state resource centers of expensive bibliographic tools and specialized material.

41 Find the small, but specialized collections throughout the state and continue developing file of the collections at LES.

42 Building on these special collections, develop depositories of unique materials and a system of access.

13 Objective: Establish rapid communication systems for ILL requests, information retrieval, and delivery of materials.

Tasks:

34 Place at least one TWX machine in each region.

35 Put a telephone in every library with funds to pay for long-distance calls to the regional library from local libraries.

36 Develop a system for delivery of materials.

37 Establish telephone lines between the regional libraries and LES for discussion of problems, questions, etc.

5 Objective: Develop a program of statewide cooperative buying, processing, and lending of audio-visual materials.

Tasks:

45 Employ an A-V specialist at LES.

46 Develop cooperative buying procedures for films and related materials.

47 Establish programs for utilization of A-V materials in regional library systems.

14 Objective: Develop a continuing program of publicity.

Tasks:

49 Obtain public relations and publicity services.

50 Assist regions to plan and carry out effective publicity programs.

51 Coordinate P-R programs at the state level so regions can share ideas and materials.

52 Prepare publicity packages of displays, news releases, etc., for use in libraries around the state.

53 Hold workshops in communications for libraries.

54 Use all means of communication to disseminate to all interested persons information concerning library activities.

55 Using P-R consultant services, write a quarterly newsletter containing information, evaluation, recommendations concerning on-going projects throughout the state, to be distributed to every library in the state.

12 Objective: Develop cooperative storage and service facilities for little-used materials.

Tasks:

42 Building on these special collections, develop depositories of unique materials and a system of access.

15 Objective: Establish a system of reciprocal borrowing privileges.

Tasks:

31 Conduct a study of library systems now using reciprocal borrowing privileges to determine what problems are being encountered and what solutions employed to be put to use in Arizona.

32 Assist regions to implement reciprocal borrowing and coordinate it with the ILL program.

33 Expand reciprocal borrowing to the statewide level.

11 Objective: Involve special libraries in the statewide cooperative network.

Tasks:

41 Find the small, but specialized collections throughout the state and continue developing file of the collections at LES.

43 Help the regions set up regional union catalogs including specialized collections.

6 Objective: Expand the current program of continuing education and in-service training for library personnel.

Tasks:

30 Assist regional librarians to plan and carry out needed workshops within each region.

48 Package model workshops to be shared by all regions.

13 Conduct workshops and institutes for all types of library personnel.

14 Compile informational brochures concerning specific library techniques.

15 Provide individualized training to meet local needs.

53 Hold workshops and training sessions in communications for librarians.

25 Objective: Develop cooperative library services on an interstate basis through agencies such as WICHE, SLICE.

Tasks:

19 Cooperate with SLICE on projects of benefit to Arizona.

20 Participate in WICHE programs for continuing education.

60 Coordinate activities with other systems (sell our catalog to other SW states, or exchange ours for theirs).

11 Goal: To develop cooperative library services and programs on an interstate basis when geographic areas would receive improved library services and statewide service would be benefited.

25 Objective: Develop cooperative library services on an interstate basis through agencies such as WICHE and SLICE.

Tasks:

19 Cooperate with SLICE on projects of benefit to Arizona.

20 Participate in WICHE programs for continuing education.

60 Sell to/or exchange catalog with other Southwestern states.

5 Need: Provide library service related to the economic and social development and educational needs of ethnic and disadvantaged groups; to make this service available and meaningful to people in both rural and urban areas who are not accustomed to having books available in any great numbers.

5 Goal: To strengthen library services to Indians, Mexican-Americans, blacks, other ethnic minorities, and the disadvantaged.

8 Objective: Relate LES programs to priorities - national, state, regional.

Tasks:

18 Continue and enlarge special projects.

24 Assist in providing materials for specific minority groups.

25 Provide materials to supplement Early Childhood Education programs.

26 Assist in providing materials for programs for the aged.

27 Assist in providing materials for adult education and vocational rehabilitation.

3 Align State Grants-in-Aid and LSCA programs with national priorities

68 Produce recorded material in local Indian languages for the blind and physically handicapped.

69 Locate and purchase pre-recorded Indian language materials.

70 Prepare publicity materials in Spanish.

71 Continue the project to produce Spanish-language materials for the blind and physically handicapped through cooperation among Southwest libraries.

17 Objective: Assist libraries in developing special programs and services based on national, state, and regional priorities.

Tasks:

3 Align State Grants-in-Aid and LSCA programs with national priorities.

24 Assist in providing materials for specific minority groups.

25 Provide materials to supplement Early Childhood Education programs.

26 Assist in providing materials for programs for the aged.

27 Assist in providing materials for adult education and vocational rehabilitation.

6 Goal: Provide library services to meet national priorities for the aged, early childhood education, Right to Read, drug use and abuse, vocational education, etc.

8 Objective: Relate LES programs to national, state, and regional priorities and provide materials for six programs a year.

Tasks:

3 Align State Grants-in-Aid and LSCA programs with national priorities.

18 Continue and enlarge special projects.

23 Coordinate local procurement of materials to support Right to Read program.

24 Assist in providing materials for specific minority groups.

25 Provide materials to supplement Early Childhood Education programs.

26 Assist in providing materials for programs for the aged.

27 Assist in providing materials for adult education and vocational rehabilitation.

17 Objective: Assist libraries in developing special programs and services based on national, state, and regional priorities.

Tasks:

3 Align State Grants-in-Aid and LSCA programs with national priorities.

23 Coordinate local procurement of materials to support Right to Read program.

25 Provide materials to supplement Early Childhood Education programs.

26 Assist in providing materials for programs for the aged.

27 Assist in providing materials for adult education and vocational rehabilitation.

6 Need: Support, broaden, and strengthen the total rehabilitation program of the state's institutions by providing appropriate library services and funds.

7 Goal: To improve library service in state institutions.

16 Objective: Assist libraries in obtaining adequate and paid staff.

Tasks:

61 Assist local institution heads to obtain adequate staff.

9 Objective: Improve the quality and quantity of book collections.

Tasks:

61 Assist institution heads to obtain adequate facilities.

21 Acquire additional bibliographi[illegible] and standard book selection aids.

22 Assist in book selection and weeding to assure quality collections.

12 Assist in acquiring a minimum of 2 books per capita.

20 Objective: Assist state institutions to develop cooperative ILL ventures with other state institutions and other types of libraries.

Tasks:

62 Continue institutional ILL activity with LES.

63 Assist institution heads and staff to become involved in cooperative ventures with all types of libraries.

10 Goal: To survey periodically all library conditions within the state.

24 Objective: Review, improve, and continue surveys.

Tasks:

11 Initiate and update surveys of all types of libraries.

10 Survey needs of library users and non-users.

7 Need: Blind and physically handicapped readers should be provided with the same library services that satisfy sighted readers.

5 Goal: The American Indians, Mexican-Americans, blacks and other ethnic minority groups and disadvantaged as defined in Federal regulations will be offered special library services to fulfill their special needs.

8 Objective: Relate LES programs to national, state, and regional priorities and provide materials for six programs a year.

Tasks:

68 Produce recorded material in local Indian languages for the blind and physically handicapped.

69 Locate and purchase pre-recorded Indian language materials.

70 Prepare publicity materials in Spanish for the visually handicapped.

71 Continue the project to produce Spanish-language materials for the blind and physically handicapped through cooperation among Southwest libraries.

8 Goal: To improve library services to the blind and physically handicapped.

21 Objective: Publicize the talking book program and identify eligible readers.

Tasks:

49 Obtain public relations and publicity services.

64 Continue work of talking bookmobile.

65 Establish program of service to blind and physically handicapped with appropriate staff in selected public libraries.

66 Establish program of service to blind and physically handicapped in institutions.

67 Identify eligible readers for the blind and physically handicapped program.

72 Replace portable recording equipment.

73 Purchase tape and taping equipment to produce multiple copies of any material recorded.

74 Purchase 4-track tape recorders for loan to readers.

75 Purchase recording booths and accessories in which to record locally.

76 Purchase new, specialized equipment particular to the needs of blind and physically handicapped.

22 Objective: Develop an Indian tribal communities project of recorded materials for the blind and physically handicapped.

Tasks:

68 Produce material in local Indian languages.

69 Locate and purchase pre-recorded Indian language materials.

23 Objective: Establish a Spanish-language recording project for the blind and physically handicapped.

Tasks:

71 Continue the project to produce Spanish-language materials for the blind and physically handicapped through cooperation among Southwest libraries.

10 Goal: To survey periodically all library conditions within the state.

24 Objective: Review, improve, and continue surveys.

Tasks:

11 Initiate and update surveys of all types of libraries.

10 Survey needs of library users and non-users.

8 Need: Improved and more suitable library facilities are needed statewide for all types of libraries.

9 Goal: To improve library facilities.

18 Objective: Determine facility needs of libraries.

Tasks:

5 Survey existing library facilities to assist local libraries in obtaining funds for construction.

19 Objective: Provide information to libraries to assist them in obtaining adequate facilities for libraries.

Tasks:

6 Promote larger local library budgets to permit expanded services.

10 Goal: To survey periodically all library conditions within the state.

24 Objective: Review, improve, and continue surveys.

Tasks:

11 Initiate and update surveys of all types of libraries.

10 Survey needs of library users and non-users.

Section V - Part 2

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
1. Organize county library systems for Apache and Greenlee Counties	3	2	2	$ 4,000	1974	2a,2b
2. Improve staff and services of the county libraries	2	2	2	30,000	1974/78	1b,1d,1e, 1f,2a,2b
3. Align State Grants-in-Aid and LSCA programs with national priorities	8,17	5,6	5	15,000	1974/78	3a,3b,3c
				(1,250,000)		
4. Expand State Grants-in-Aid program	16,17, 9,8	1,2, 5,6	1,2, 5	815,000	1974/78	3a,3b,3c
5. Survey existing library facilities to assist local libraries in obtaining funds for construction	18	9	8	24,000	1974	2a,2b,2j
6. Promote larger local library budgets to permit expanded services	9,16,19	1,2, 9	1,2, 8	10,000	1974/78	2a-2m, 3b,3c
7. Instill need and incentives for paid staff in all libraries	16	1,2	1,2, 6	6,000	1974/76	2a-2m, 3b,3c
8. Promote hiring of professional librarians in all county library systems	2	2	2	1,000	1974/78	2a,2b,3c

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
9. Provide consultant services for budgeting	1,2	1,2, 3	1,2, 3,6	$ 6,000	1974/78	2a,2b,3c
10. Survey the needs of library users and non-users	24	10	1,2, 6,7,8	30,000	1974/78	1a-g,2a-m, 3a-f
11. Initiate and update surveys of all types of libraries	24	10	1,2, 6,7,8	20,000	1974/78	1a-g,2a-m, 3a-f
12. Assist in acquiring a minimum of two books per capita statewide	9	1,2, 7	1,2, 6	250,000	1974/78	1d,2a-m
13. Conduct workshops and institutes for all types of library personnel	6	3,4	2,3 4,6	12,000	1974/78	3a,3b,3c, 3d,3g
14. Compile informational brochures concerning specific library techniques	6	3	1-8	7,500	1974/78	3d,3e,3g
15. Provide individualized training to meet local needs	6	3	1-7	25,000	1974/78	3d,3e,3g
16. Encourage, through demonstration projects, local maintenance of bookmobile service	7	1,2	1,2	50,000	1974/75	2a,2b,2k, 3a,3c
17. Assist counties in assuming responsibility of bookmobile service	7	2	1,2	2,400	1974/75	2a,2b,2k, 3a,3c
18. Continue and enlarge special projects	8,17	5,6	5	250,000	1974/78	1a,1b,1d

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
19. Cooperate with SLICE on any interstate program which would benefit Arizona (such areas as ILL, bibliographic control, continuing education)	6,10,25	4,11	4	$ 35,000	1974/78	1f,3a,3c, 3d
20. Participate in WICHE programs for continuing education	6,25	4,11	4	75,250	1974/78	1f,3a,3c, 3d
21. Acquire additional bibliographies and standard book selection aids	9	1,2, 7,8	1,2, 6,7	43,500	1974/78	1a-1e, 2a-2m
22. Assure quality book collections in all libraries through the use of bibliographies and standard guides for selection, and by weeding	9	1,2, 7,8	1,2, 6,7	18,000	1974/78	2a-2i, 2k-2m, 3a,3c,3d
23. Coordinate local procurement of materials to support Right to Read program	8,17	5,6	5	50,000	1974/78	1a-1d,2a-2h,2k,2m, 3a,3d
24. Assist in providing materials for specific minority groups	8,17	5,6, 8	5	50,000	1974/78	1a-1d,2a-2i,2k-2m, 3a,3d
25. Provide materials to supplement Early Childhood Education programs	8,17	5,6	5	25,000	1974/78	1a-1d,2a-2i,2k-2m, 3a,3d
26. Assist in providing materials for programs for the aged	8,17	5,6, 8	5	25,000	1974/78	1a-1d,2a-2i,2k-2m, 3a,3d

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
27. Assist in providing materials for adult education and vocational rehabilitation	8,17	5,6, 8	5	$ 25,000	1974/78	1a-1d,2a-2i,2k-2m, 3a,3d
28. Organize and develop 6 regional library systems	1	1	1	(1,250,000) 681,850	1974/78	1a-1g,2b, 3a,3c-3g
29. Provide needed regional consultant services	1,4	1,3	1,3	66,000	1974/78	2a-2m,3a, 3c-3g
30. Assist the regional librarians to plan and carry out needed workshops within each region	6	1,3, 4	1,3, 4	50,000	1974/78	3a,3b,3c, 3d,3g
31. Conduct study of library systems now using reciprocal borrowing privileges to determine what problems are being encountered and what solutions employed to be put to use in Arizona	15	4	4	2,500	1974/75	3a,3c,3e
32. Assist regions to implement reciprocal borrowing and coordinate it with the ILL program	15	1,4	1,4	2,400	1976/77	3a,3c-3e
33. Expand reciprocal borrowing to the statewide level	15	4	4	2,500	1976/77	3a,3c,3d
34. Place and maintain at least one teletype-TWX machine in each region (one at the regional library)	13	1,4	1,4	27,200	1974/78	1e,3a,3b, 3c,3d

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
35. Put a telephone in every library with funds to pay for long-distance calls to the regional library from local libraries	13	1,4	1,4	$ 26,250	1974/78	1e,3a-3d
36. Develop a system for delivery of materials	13	1,2, 4	1,2, 4	103,500	1976/78	1e,3a-3d
37. Establish a telephone line between the regional libraries and LES	13	1,4	1,4	8,400	1975/78	3a,3d
38. Establish and expand ILL services through county and regional ILL networks	1,2,10, 13	1,2, 4	1,2, 4	335,700	1974/78	1e,2a-2i, 2k-2m,3a, 3c-3g
39. Write a procedure/policy manual to govern the ILL activities among all types of libraries throughout the state	10	4	4	2,500	1974	3a,3c-3g
40. Expand ABC to include all forms of media	5,11,12	4	4	600	1975/78	3a,3c,3f, 3g
41. Find the small, but specialized collections throughout the state and continue developing file of the collections at LES	5,11,12	4	4	5,000	1974/78	1e,3a, 3c-3g
42. Building on these special collections, develop depositories of unique materials and a system of access	5,11,12	4	4	30,000	1974/78	1e,3a, 3c-3g

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
43. Help the regions set up regional union catalogs including specialized collections	5,11,12	4	1,4	$ 19,000	1974/78	1e,3a, 3c-3g
44. Cooperative acquisitions and sharing among regional and state resource centers of expensive bibliographic tools and specialized material	5,12	4	1,4	25,000	1974/78	1e,3a, 3c-3g
45. Employ an audio-visual specialist at LES	4,5	3,4	3,4	(60,000) 28,000	1974/78	2a-2c, 2e-2i,2m
46. Develop cooperative buying procedures for films and related materials	5	4	4	12,000	1974/78	2a-2c, 2e-2i,2m
47. Develop cooperative programs for utilization of A-V materials	5	4	4	20,000	1975/78	2a-2c,2e-2i,2m,3a, 3c-3g
48. Package model workshops to be shared by all regions	6	1,3, 4	1,3, 4	26,000	1974/78	3a,3c-3g
49. Obtain public relations and publicity services	4,14,21	3,4, 7,8	3,4, 6,7	39,500	1974/78	2a-2i, 2k-2m
50. Assist regions to plan and carry out effective publicity programs	14	1,4	1,4	6,000	1974/78	1a-1g, 3a,3c-3g
51. Coordinate P-R programs at the state level so regions can share ideas and materials	14	1,3, 4	1,3, 4	6,000	1974/78	3a,3c-3g

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
52. Prepare publicity packages of displays, news releases, etc. for use in libraries around the state	14	3-8	3-7	$ 12,500	1974/78	3a, 3c-3g
53. Hold workshops and training sessions in communications for librarians	4,6,14	1-4, 7,8	1,2, 3,4, 6,7	18,000	1974/78	3a, 3c-3g
54. Use all means of communication (telephone, TWX, ASLA Newsletter, Tumbling Tumbleweed, Roadrunner, written correspondence) to disseminate to all interested persons information concerning any library activities throughout the state	14	1-8	1-7	12,500	1974/78	3g
55. Using P-R consultant services, write a quarterly newsletter containing information, evaluation, recommendations concerning on-going projects throughout the state, to be distributed to every library in the state	14	1-8	1-7	15,000	1974/78	3g
56. Obtain automation consultant services	4	3	3	75,000	1976/78	2b, 2l, 3a, 3c, 3e, 3f, 3g

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
57. Film the catalogs of the major resource centers in the state on microform	10,12	4	4	$ 35,000	1976	3a,3c-3g
58. Update once a year using computer-based index: a. Write basic computer program b. Each library included in the catalog sends a main-entry card to LES for each book added to the collection after original filming was begun c. Each year the cards will be key-punched, fed into computer data-base, and resulting information will be kept on microfiche d. This card file will be part of the Arizona Bibliographic Center at LES	10,12	4	4	29,000	1977/78	3a,3c-3g
59. Send duplicates of original catalogs and up-dates to the regional libraries	10,12	1,4	1,4	4,800	1976/78	3a,3c-3g
60. Coordinate activities with other systems (sell our catalog to other SW states, or exchange ours for theirs)	12,25	4,11	4	3,600	1976/78	3a,3c-3g
61. Assist institution heads to obtain adequate staff and facilities	9,16,19	7	6	6,000	1974/78	2c-2e,2m, 3a-3g

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
62. Continue institutional interlibrary loan activity with LES	20	4,7	6	$ 1,500	1974/78	1e,2c-2e, 2m,3a,3c, 3f
63. Assist institution heads and staff to become involved in cooperative ventures with other institutions and other types of libraries	20	1,2, 4,7	6	2,250	1974/78	2c-2e,2m, 3a,3c,3f
64. Continue work of Talking Bookmobile with Easter Seal Society	21	8	7	60,000	1974/78	1c,2e,2f, 3a,3c-3g
65. Establish program of service to the blind and physically handicapped with appropriate staff in selected public libraries	21	8	7	41,000	1974/77	2a,2b,2e, 2f,3a, 3c-3g
66. Establish program of service to blind and physically handicapped in institutions	21	8	7	5,000	1974/75	2a,2b,2e, 2f,3a, 3c-3g
67. Identify eligible readers for the blind and physically handicapped program	21	8	7	22,100	1974/78	1a,1c, 3d
68. Produce recorded material in local Indian languages for the blind and physically handicapped	8,22	5,8	5,7	5,000	1974/78	1e,3a, 3c-3g
69. Locate and purchase prerecorded Indian language materials	8,22	5,8	5,7	1,500	1974/78	1e,3a, 3c-3g

TASKS	Objective	Goal	Need	Cost	Time	Evaluation Method
70. Prepare publicity materials in Spanish	8,23	5,8	5,7	$ 2,000	1974/78	1e,3a, 3c-3g
71. Continue the project to produce Spanish-language materials for the blind and physically handicapped through cooperation among Southwest libraries	8,23	5,8	5,7	5,000	1974/78	1e,3a, 3c-3g
72. Replace portable recording equipment	9,21,22, 23	8	7	1,250	1974/78	1e,3a, 3c-3g
73. Purchase tape and taping equipment to produce multiple copies of any materials recorded	9,21,22, 23	8	7	5,000	1974/78	1e,2e,2f, 3a,3c-3g
74. Purchase 4-track tape recorders for loan to readers	9,21,22, 23	8	7	600	1974/78	1e,2e,2f, 3a,3c-3g
75. Purchase recording booths and accessories in which to record locally	9,21,22, 23	8	7	5,000	1974	1e,2e,2f, 3a,3c-3g
76. Purchase new, specialized equipment particular to the needs of the blind and physically handicapped	9,21,22, 23	8	7	10,000	1974/78	1e,2e,2f, 3a,3c-3g